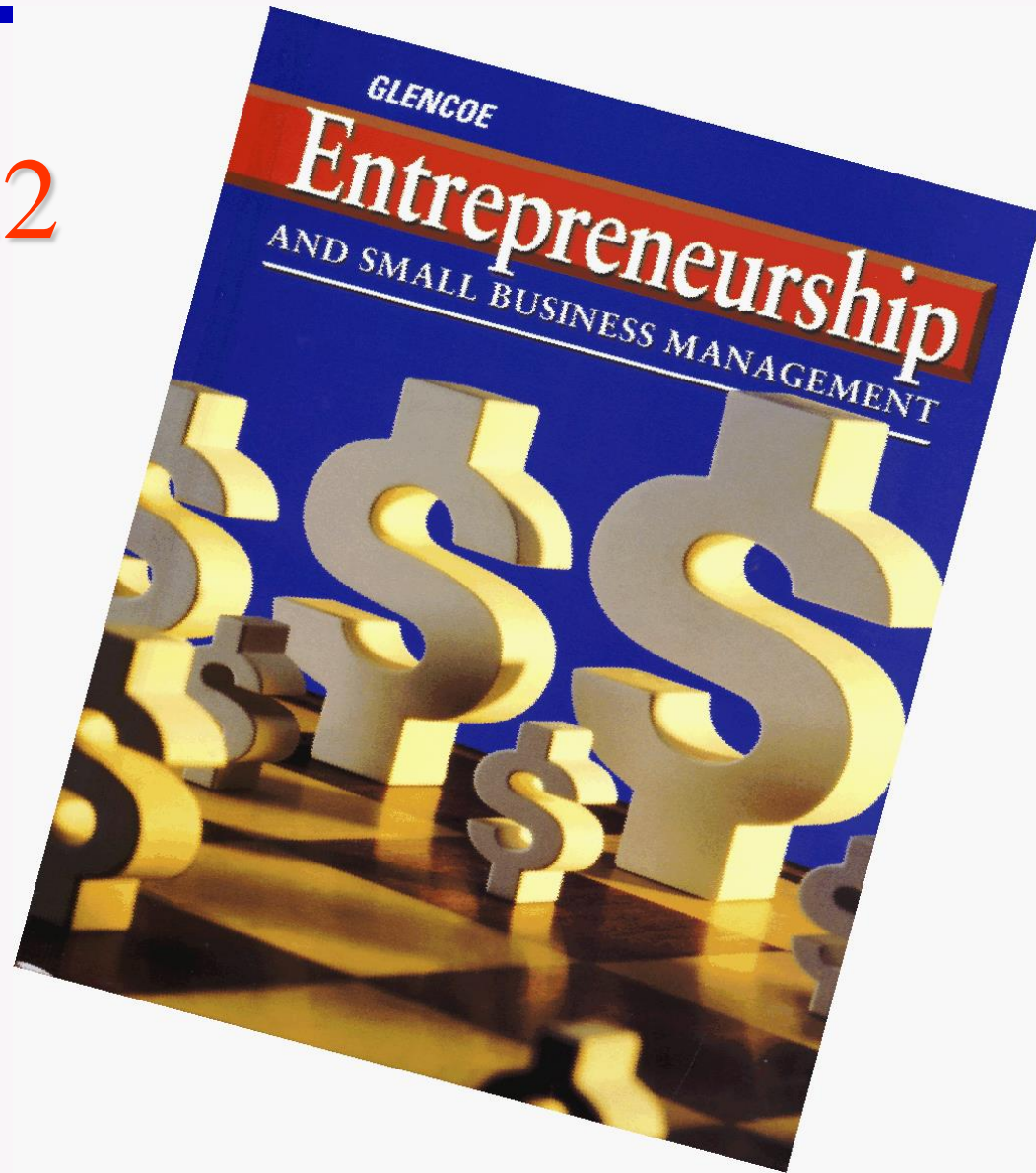


PowerPoint Presentation

- Section 18.2
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Motivating Your Employees

I. HOW DO MANAGERS INFLUENCE MOTIVATION?

A. Clearly **communicate** goals
and objectives.

B. Provide **feedback**.

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Motivating Your Employees

II. WHAT MANAGERS ASSUME

Assumptions Managers Make

Managers who make *Theory X* assumptions believe the following:

- People do not like work and try to avoid it.
- Managers have to push people, closely supervise them, or threaten them with punishment to get them to produce.
- People have little or no ambition and will try to avoid responsibility.



Managers who make *Theory Y* assumptions hold these views:

- Work is natural to people and is actually an important part of their lives.
- People will work toward goals if they are committed to them.
 - People become committed to goals when it is clear that achieving them will bring personal rewards.
- Under the right conditions, people not only accept responsibility but also seek it out.
- People have a high degree of imagination, ingenuity, and creativity, all of which can be used in solving an organization's problems.
- Employees have much more potential than organizations actually use.



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IV. HYGIENE FACTORS VS. MOTIVATING FACTORS

A. Achievement, recognition, responsibility, advancement, growth, and the work itself are motivating factors or hygiene factors.

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B. Motivating factors don't make conditions better, but they do keep them from going bad.

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V. GETTING THE MOST FROM YOUR EMPLOYEES

A. Provide meaningful work.

1. Job enlargement adds more tasks at the same skill level.

2. Job enrichment adds more responsibility and control at a different or higher skill level.

B. Give scheduling flexibility.

1. Telecommuting

2. Family leave

3. Flextime

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C. Involve employees in decision making.

1. Quality circles

2. Management-by-objectives

has employees set their objectives and gauge their progress.

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3. Flextime

4. Group decision making

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Group Decision-Making Guidelines

Leading a Small Group Meeting

1. Open the conference with a brief statement of the problem.
2. Ask for contribution.
3. Make frequent summaries.
4. Minimize your personal contributions.
5. Keep the meeting moving and on track.
6. See that each person participates, but don't go around the table asking each person for views.

Participating in Small Group Meeting

1. Keep your contributions brief and to the point.
2. Take up only one topic at a time.
3. Support your contributions with statistics, examples, analogies, expert opinions, and other evidence.
4. Listen attentively.
5. Don't interrupt other participants.
6. If you disagree with an individual, ask him or her why in non-aggressive way.



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D. Give recognition.

E. Performance evaluations provide reviews of how well an employee does on the job.

F. Reward performance.

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VI. WHERE DOES DELEGATING THE RESPONSIBILITY FIT IN?

A. Delegating tasks allows you to work on other things.

1. The employee must be capable and willing.

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Motivating Your Employees

HOW DO YOU DETERMINE IF YOUR ARE MOTIVATING YOUR EMPLOYEES?

- A. Motivational techniques used everyday will usually yield quick feedback.
- B. Regularly evaluate techniques requiring a large commitment of company time and resources.